



Nepal Administrative Staff College

ENGAGING PEOPLE: KNOWING YOUR PEOPLE

2019-04-09

Advanced Course on Management and Development



Forethought

- People may doubt about what you SAY but they will believe what you DO and they will practice what you make them FEEL

- Lewis Cass and Ken Wright



Situation # 1

- You are assigned to prepare a proposal for cabinet by your supervisor. You need to consult him/her in some issues. You tried an appointment but notified that he is in urgent meeting with Secretary. Waiting for half an hour you decided to intervene because of urgency. While entering into the room, you noticed that wider tea-discussion is going on about cabinet expansion and potential minister to your ministry.



Situation #2

- With an advent of ICT, your workplace is equipped with internet facility. As a supervisor, while roaming around, you find that an employee spend one hour on an average browsing online news portals, social media, stock-market updates etc. at his/her workstation.



Situation #3

- You assigned your subordinate a job of preparing a summary of macroeconomic indicators as supplement of making presentation at international conference. Because of busy schedule, you forgot to remind him. Few hours before conference begin, as you asked for the same, he answered with a gentle smile and expressed sorry for forgetting the assignment.



Situation #4

- You are spending extra hours to your work to complete assignments on time without claiming overtime allowance etc. You know that your sincere efforts have significantly contributed overall performance of your organization. Your supervisor acknowledged your efforts in general staff meeting and awarded as “Best Employee of the Month !”

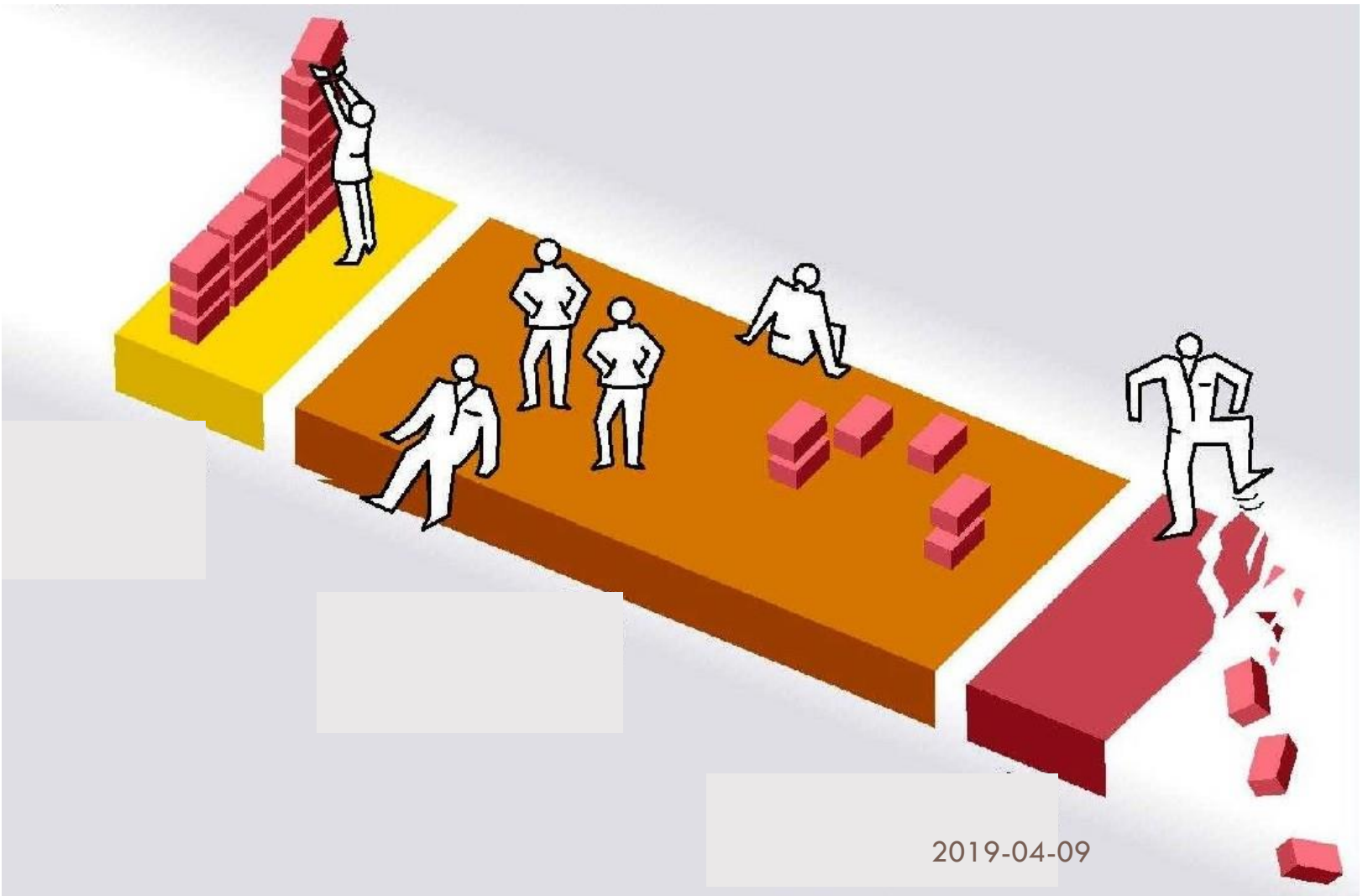


Situation #5

- Over two decades of an average service period, you have consistently noticed that your physical workstation is very poor as compared to a living room of your own home in terms of cleanliness, sanitation, decoration etc. where you spend eight hours a day- significant productive time of life with exposure to thousands of people over the years.



Workforce constitute...





Engaged Employees

- Employees work with passion and feel profound connection to their organization. They drive innovation and move the organization forward.



Not-engaged employees

- Not-engaged employees are essentially ‘checked out’. They are sleep walking through their workday, putting time- but not energy and passion- into their work



Actively disengaged employees

- Actively disengaged employees aren't just unhappy at work; they are busy acting out their unhappiness. Every day, these unhappy workers undermines what their engaged coworkers accomplish.



It's leadership that matters

- Disengagement is the result of poor leadership



A Leader is a Learner of

- People
- Situation
- Possibilities

...and DEALER of HOPE !



Creating your journey

There is power in
understanding the journey of
others to help create your own.

Kobe Bryant

quotefancy

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Knowing your people

- What was easy to recall about your team members?
- What was difficult to recall about your team members?
- How did you get those information?



Importance of Knowing people

- They do not turn on you.
- You understand their grievances.
- You can divide works more effectively.
- You can motivate them to work.

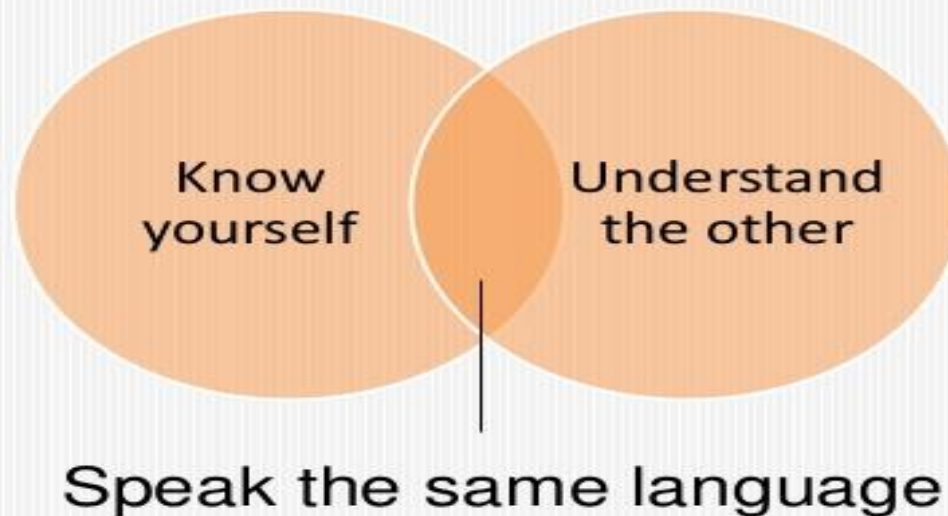


Knowing your people

- Keeping an open mind.
- Respecting their individual differences and Strengths
- Knowing and understanding the reason behind the status of engagement.



Common language





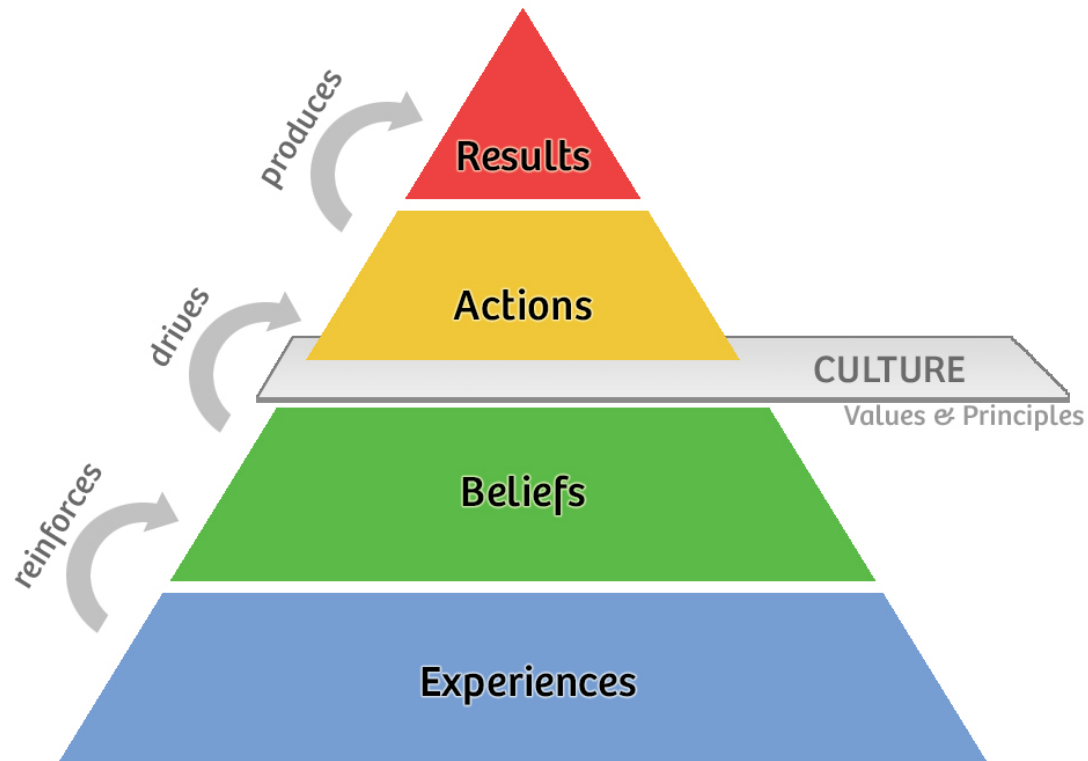
How do we know our people?

- **Speak the common Language** [*Sabina Nawaz 2017, HBR*](#)
- **Talk Naturally During Downtimes** [*Catherine Decker, Outsell*](#)
- **Manage By walking Around** [*Lisa Whealon, GL group, Inc.*](#)
- **Ask about their Socials** [*Laurie Shakur, Gracenote*](#)
- **Make sure to listen** [*Todd Richardson, Emplify*](#)
- **Approaches require variety** [*Ambrosia Vertesi, Duo Security*](#)

□

Engaging for results

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Source: Change the Culture, Change the Game, Connors and Smith, 2011



Drivers of Engagement

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Please Stand in the word clauses that apply to you

- I have been in civil service for more than two decades.
- My educational background is not management.
- I have a birthday this month.
- I love to work with autonomy.
- I lost a family member this year



Please Stand in the word clauses that apply to you

- I know more than 3 languages.
- I think the structured environment destroys a person creativity.
- I ate what I cooked today.
- I love engaging myself in sports.
- I saw a four wheeler vehicle only after the age of 10.



Drivers of Engagements





Drivers of Engagement

- Employee perceptions of job importance –
Job Design
- Employee clarity of job expectations –
- Career advancement / improvement opportunities
- Regular feedback and dialogue with superiors



Drivers of Engagement

- Quality of working relationships with peers, superiors, and subordinates –
- Perceptions of the ethos and values of the organization
- Effective internal employee communications
- Recognition

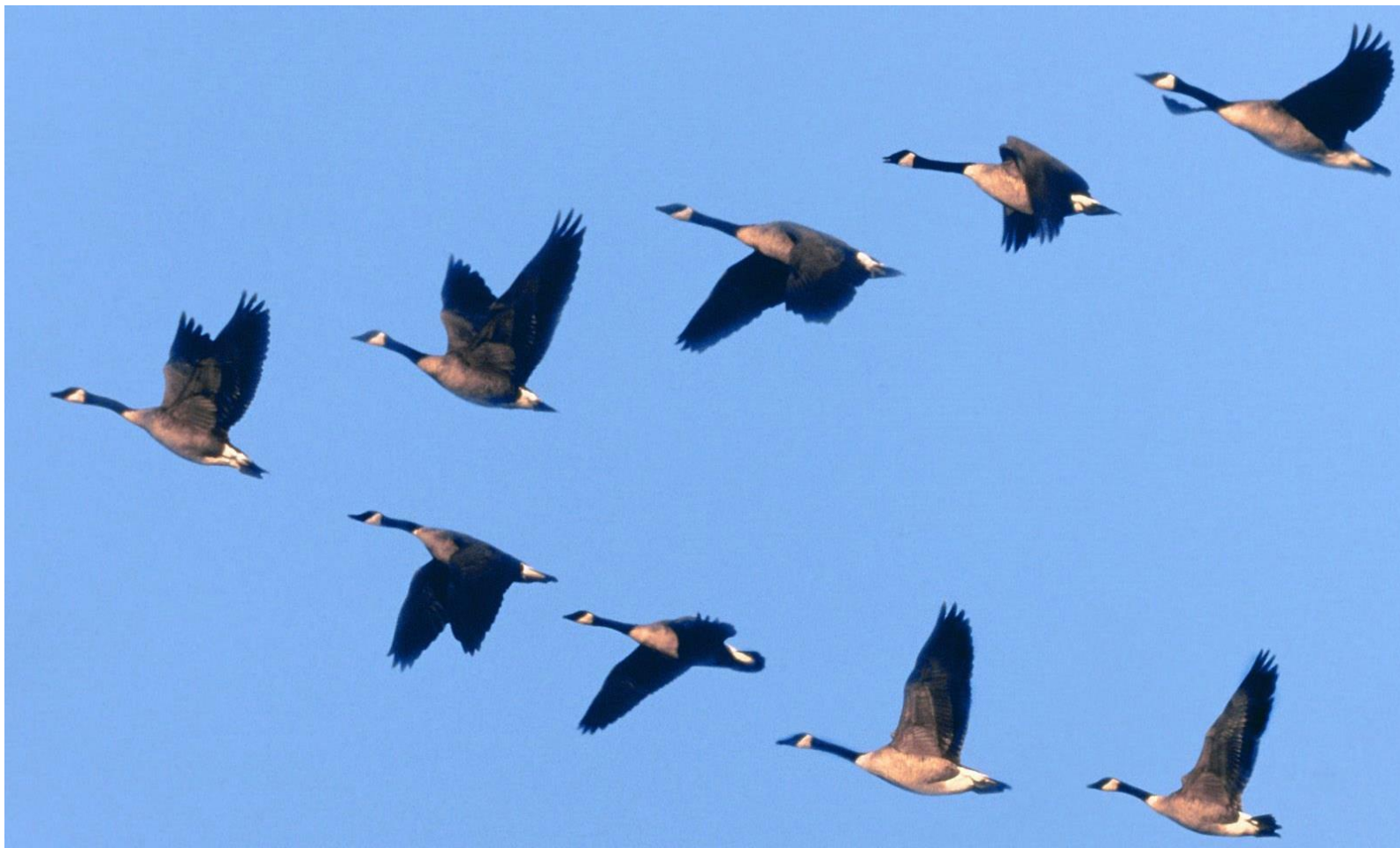


Drivers of Engagement

- Employee wellness programmes
- Showing by doing: Small winning steps
- Job satisfaction
- ...



Shared leadership is the key



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Thank you

basanta.sigdel@nasc.org.np

shailaja.upadhyaya@nasc.org.np